

# AGING in MASSACHUSETTS



*Shaping the Future*

**Governor's Council to Address Aging in Massachusetts  
Blueprint Recommendations  
10 December 2018**

# Overview

## Timeline

### **April 2017**

Governor Baker signs Executive Order 576, establishing the Governor's Council to Address Aging in Massachusetts

### **December 2017**

Blueprint documenting needs and initial recommendations released

### **April 2018**

Workgroups (Housing, Transportation, Caregiving, Employment, and Innovation and Technology) kick-off

### **October 2018**

Workgroups presented reports to the Council, seeking input on implementation, priority and feasibility

### **December 2018**

Draft proposed final recommendations reviewed by Council

### **December 2018**

Final blueprint recommendations released

### **Highlights To-Date:**

- ✓ Four listening sessions conducted throughout the state, representing input from 500+ individuals
- ✓ Massachusetts became second of three states to enroll in the AARP Network of Age-Friendly Communities
- ✓ Age- and Dementia-Friendly best practices introduced in Community Compact program for Fiscal Year 2019
- ✓ The *In Good Company: Optimal Aging Challenge* launched in August 2018 bringing in 66 innovations
- ✓ Workgroups submitted reports

### Year One (2017)

#### Formed the Council

- On April 12, 2017, **Governor Baker signed Executive Order 576** establishing the Governor's Council to Address Aging in Massachusetts

#### Listened and Learned

- Held **four listening sessions** across the Commonwealth
- Conducted **four expert panels**
- Received input via **web portal**
- Reviewed **documentation and data** from thought leaders in the field

#### Created Initial Blueprint

- Defined **future vision for the state** and priorities **framework** to enable that vision
- Drafted **potential initial recommendations** within the framework

### Year Two (2018)

#### Mobilized Workgroups

- Established **five workgroups** to put forth recommendations in specific topics (Housing, Transportation, Caregiving, Employment, Innovation and Technology)

#### Compiled Final Recommendations

- Identified **28 recommendations with 67 action items** from workgroups and initial blueprint
- Established an **implementation plan**, including reporting mechanism

#### Took Action

- Became the **2<sup>nd</sup> state in the nation** to enroll in the AARP Network of Age-Friendly Communities
- Introduced Age- and Dementia-Friendly best practices in **Community Compact** for FY'19
- Launched the *In Good Company: Optimal Aging Challenge* bringing in **66 innovations**

# What Matters Most to People

Received input regarding concerns, ideas and opportunities from over 500 residents and stakeholders



# Year One

## Future State and Framework

### Aspirational Future State

All Massachusetts communities are considered age-friendly

Aging is embedded in all policies and older adults are considered an asset

Massachusetts is the Silicon Valley of innovation in aging and exports knowledge and services

Continuum of long-term care services is reimagined and integrated

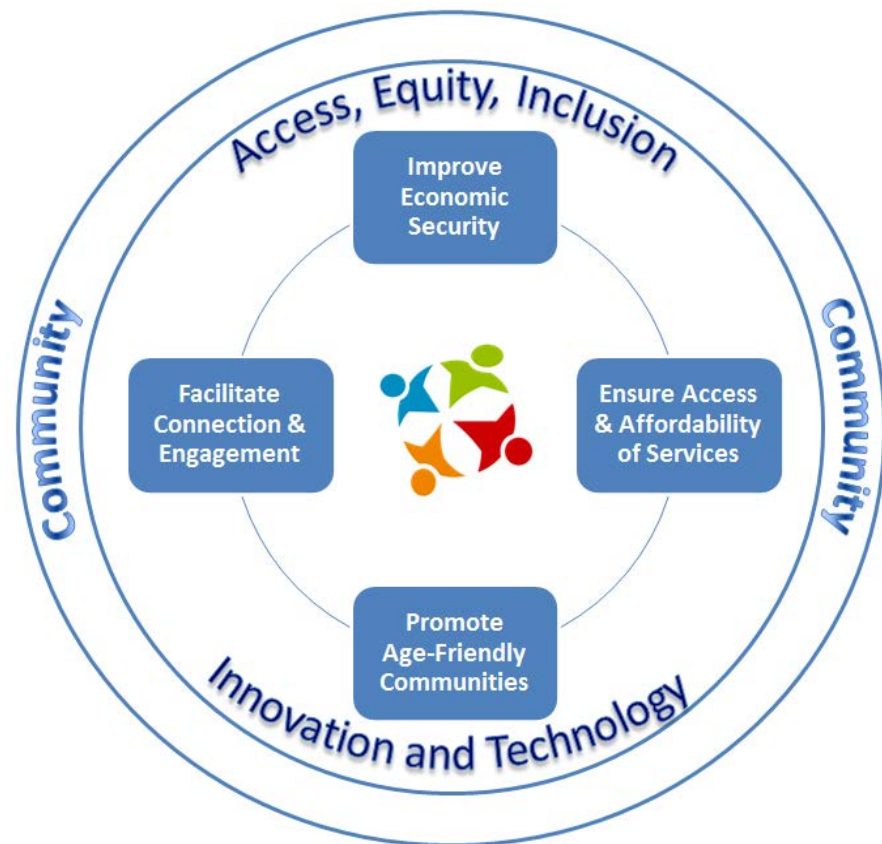
People of all ages have access to health and social supports and disparities are reduced

People proactively plan for a 100-year life

Residents have the resources to live a meaningful life in the community they choose



### Framework



The [initial year one blueprint](#) published in early 2018 included 10 initial recommendations

# Year Two - Workgroup Reports Highlights

## Caregiving

The Caregiving Workgroup focused on ways to support family (unpaid) caregivers. They identified solutions and tools to support caregivers where they are aggregated (most notably in the workplace), to increase self-identification of caregivers, and to improve awareness of resources for families.

## Employment

The Employment Workgroup focused on ways to increase economic security of older adults through working longer and saving more. They identified solutions and tools on the benefits of working longer, ways to increase retirement savings, and the importance of older adults in the workforce. They have also explored the possibility of designating Age-Friendly Employers.

## Housing

The Housing Workgroup focused on four areas to improve housing and promote aging in community for older adults. They identified solutions and tools to develop design standards for housing, expand support services in housing, increase production of affordable service-enriched housing, and increase utilization of property tax deferral programs.

## Transportation

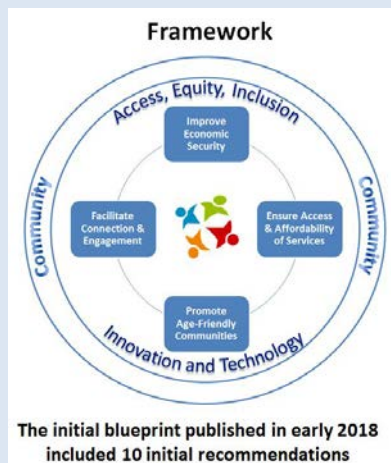
The Transportation Workgroup focused on the many challenges and barriers to mobility and transportation for older adults throughout the Commonwealth. They identified strategies and supporting tactics to assist individuals aging in community through improved access to transportation and opportunities to increase mobility.

## Innovation and Technology

The Innovation and Technology Workgroup focused on launching the *In Good Company: Optimal Aging Challenge* to find innovative solutions to address loneliness and isolation in older adults. GE Healthcare hosted and resourced this challenge, including prize money, with additional support from the MIT AgeLab and Benchmark Senior Living.

For Additional Information on Workgroup Reports – Appendix B





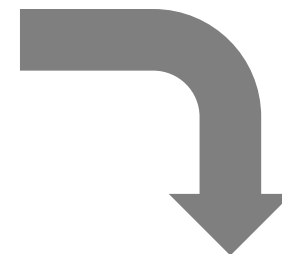
### Initial Blueprint

Recommendations aligned to the four areas of the framework, including **other big opportunities** related to reframing aging, amplifying cross-sector collaboration, and harnessing the longevity economy



### Workgroups

Recommendations specific to workgroup topic, including **targeted opportunities** to address challenges in caregiving, employment, housing and transportation



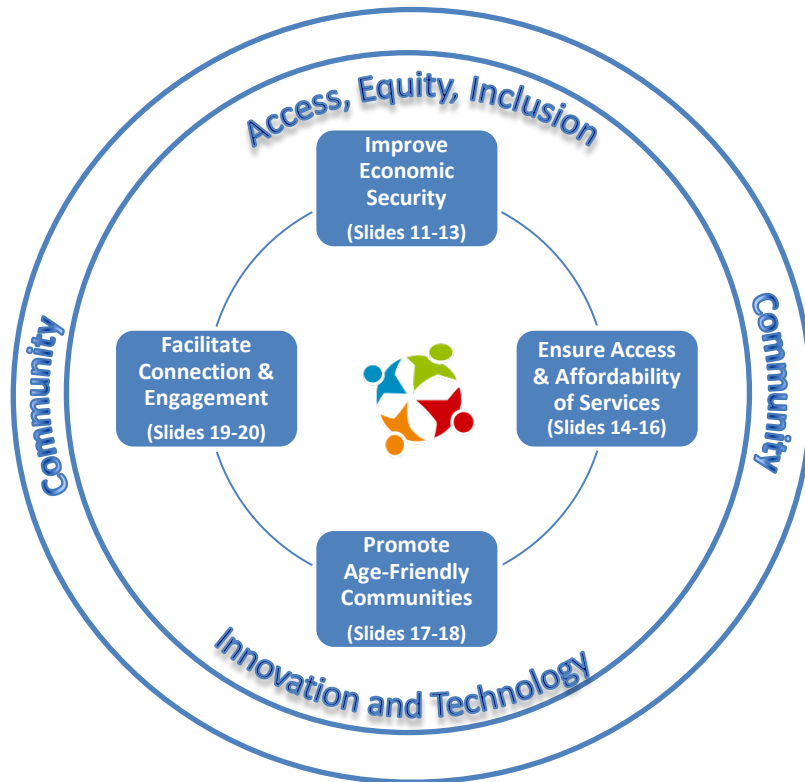
### Compiled Recommendations:

**28** recommendations with **67** action steps; all aligned to the framework introduced in the blueprint



# Recommendations Overview

## Proposed Recommendations Overview



### **Other Big Ideas (Slide 21):**

Reframe Aging,  
Amplify Cross-Sector Collaboration,  
Harness the Longevity Economy

Many of the proposed recommendations fit into multiple areas of the framework and involve input from one or more workgroups. The proposed recommendations are each placed in one category for the purposes of this plan.

## Proposed Strategy for Implementation

- **19 of the 28 recommendations may be implemented without additional funding or legislation**
  - All recommendations will become embedded with appropriate owners in the **Massachusetts Age-Friendly State Plan**
  - The Executive Office of Health and Human Services and Executive Office of Elder Affairs will be responsible for working with implementers and responsible partners and tracking progress as part of the Age-Friendly State Plan
- **9 of the 28 recommendations may require state legislation or budget support to be implemented**
  - Governor Baker will work with Cabinet and the legislature to discuss action on these recommendations
- **All recommendations will be implemented with input and support from older adults and family caregivers, and from economically, racially, and culturally diverse communities**
  - The Council recognizes that the voices of those impacted by these recommendations is critical to successful implementation



# Recommendations

## Overview – Framework Crosswalk

Recommendation	Improve Economic Security	Ensure Access & Affordability of Services	Promote Age-Friendly Communities	Facilitate Connection & Engagement
1. Partner with employers to strengthen businesses' support of family caregivers in the workplace	✓	✓		✓
2. Educate older adults on the benefits of working longer	✓			✓
3. Introduce an auto-IRA program to increase retirement savings	✓			
4. Establish an Age-Friendly Employer Designation program	✓		✓	
5. Promote value of older workers with businesses	✓		✓	✓
6. Support training for career centers to better serve older job seekers	✓		✓	
7. Improve access and affordability of health care coverage for older residents	✓	✓		
8. Increase awareness and utilization of property tax deferral programs	✓			
9. Increase resources to expand supportive housing production for all income levels	✓	✓	✓	✓
10. Expand supportive services in state public housing		✓	✓	✓
11. Improve self-identification of family caregivers and awareness of resources		✓		✓
12. Support training, education, and career ladder programs to promote professional direct care workforce development	✓	✓	✓	
13. Ensure that programs, services, and information are inclusive of all populations		✓	✓	✓
14. Reimagine the continuum of in-home and facility-based services for those who need long-term services	✓	✓	✓	✓
15. Integrate health care, behavioral health and coordinated care		✓	✓	

✓ - Categorization for purposes of this plan

# Recommendations

## Overview – Framework Crosswalk

Recommendation	Improve Economic Security	Ensure Access & Affordability of Services	Promote Age-Friendly Communities	Facilitate Connection & Engagement
16. Make better use of transportation tools that are already available	✓	✓	✓	✓
17. Support the age- and dementia-friendly efforts in local municipalities		✓	✓	✓
18. Support and promote a statewide age- and dementia-friendly effort			✓	
19. Develop design standards for all state-funded senior housing to maintain tenancies in the face of increased frailty	✓	✓	✓	
20. Improve the built environment through structural enhancements and policy to improve mobility and transportation		✓	✓	✓
21. Increase opportunities for lifelong learning and service for older adults and caregivers		✓	✓	✓
22. Partner with local organizations to promote connection and engagement for older adults and caregivers, including multigenerational opportunities			✓	✓
23. Build on successful programs that identify risk for isolation and depression		✓	✓	✓
24. Support older drivers and those in transition by addressing upstream determinants		✓	✓	✓
25. Explore new ways to fulfill a rider's "total trip" through supportive transportation and Transportation Network Companies		✓	✓	✓
*26. Reframe the conversation about aging from a "challenge" to an "asset" and reduce stigma surrounding aging and caregiving	✓	✓	✓	✓
*27. Amplify cross-sector collaboration and partnerships to address opportunities in aging	✓	✓	✓	✓
*28. Harness the longevity economy and make Massachusetts the Silicon Valley of Aging	✓	✓	✓	✓

✓ - Categorization for purposes of this plan

\* - Other Big Ideas

# Recommendations and Action Steps

## Improve Economic Security (1 of 3)

Recommendations and Action Steps	Initial Potential Partners (List in Formation)	Potential State Legislation or Budget	Status
Recommendation 1. Partner with employers to strengthen businesses’ support of family caregivers in the workplace			
Pilot and receive feedback on the employer toolkit with select businesses <i>Caregiving Workgroup Deliverable: Supporting Working Caregivers Toolkit for Employers</i>	<ul style="list-style-type: none"><li>AARP Massachusetts</li><li>Employer Groups</li><li>EOEA</li><li>EOLWD</li></ul>	-	Not Started
Establish public-private partnership to manage toolkit implementation		-	In-Progress
Determine data collection strategy and clearinghouse for employer and caregiver data		-	Not Started
Recommendation 2. Educate older adults on the benefits of working longer			
Raise awareness on the importance of working longer by engaging employers and older workers	<ul style="list-style-type: none"><li>Employer Groups</li><li>EOEA</li><li>EOLWD</li></ul>	-	In-Progress
Publish materials and tools on the benefits of working longer online and distribute through stakeholders and community organizations <i>Employment Workgroup Deliverables: Elevator Speech, HR PowerPoint Presentation, Social Security Claiming Guide</i>		-	Not Started
Recommendation 3. Introduce an auto-IRA program to increase retirement savings			
Review existing market and legal analyses of IRA programs developed and implemented in other states <i>Employment Workgroup Deliverable: Auto-IRA Proposal Design Informed by Experience of Other States</i>	<ul style="list-style-type: none"><li>AARP Massachusetts</li><li>BC Center for Retirement Research</li><li>Office of Governor</li><li>Office of the Treasurer</li></ul>	-	Complete
Evaluate feasibility of implementing a state managed auto-IRA program in Massachusetts	<ul style="list-style-type: none"><li>Employer Groups</li><li>Office of the Treasurer</li></ul>	May Require New Legislation	Not Started
Develop a plan to implement, administer, and manage an auto-IRA program	<ul style="list-style-type: none"><li>Office of the Treasurer</li></ul>	-	Not Started

# Recommendations and Action Steps

## Improve Economic Security (2 of 3)

Recommendations and Action Steps	Initial Potential Partners (List in Formation)	Potential State Legislation or Budget	Status
Recommendation 4. Establish an Age-Friendly Employer Designation program			
Develop plan to administer the Age-Friendly Employer Designation program <i>Employment Workgroup Deliverable: Age-Friendly Employer Designation Program Criteria</i>	<ul style="list-style-type: none"><li>• AARP Massachusetts</li><li>• Employer Groups</li><li>• EOEA</li><li>• EOLWD</li><li>• RetirementJobs.com</li></ul>	May Require Budget Support	In-Progress
Implement marketing and outreach strategy to encourage employers to receive designation			Not Started
Recommendation 5. Promote value of older workers with businesses			
Raise awareness among business leaders and share the case for hiring and retaining older workers <i>Employment Workgroup Deliverables: Business Case for Older Workers, Tri-Fold Brochure</i>	<ul style="list-style-type: none"><li>• Employer Groups</li><li>• EOEA</li><li>• EOLWD</li></ul>	-	In-Progress
Implement dissemination strategy with supporting documents and materials to employers on benefits of hiring and retaining older workers		-	Not Started
Recommendation 6. Support training career centers to better serve older job seekers			
Train local MassHire agency staff on skills and benefits of older workers	<ul style="list-style-type: none"><li>• EOEA</li><li>• MassHire</li></ul>	-	Complete
Recommendation 7. Improve access and affordability of health care coverage for older residents			
Increase income eligibility for Medicare Shared Savings Program	<ul style="list-style-type: none"><li>• EOHHS</li><li>• Mass Senior Action Council</li></ul>	May Require New Legislation and Budget Support	In-Progress

# Recommendations and Action Steps

## Improve Economic Security (3 of 3)

Recommendations and Action Steps	Initial Potential Partners (List in Formation)	Potential State Legislation or Budget	Status
<b>Recommendation 8. Increase awareness and utilization of property tax deferral programs</b>			
Explore opportunities to increase income limits for participation, reduce interest rates, and provide a grace period of one year <i>Housing Workgroup Deliverable: Property Tax Deferral Program Proposal</i>	<ul style="list-style-type: none"> <li>• Department of Revenue</li> <li>• Local Planning Commissions</li> <li>• MCOA</li> <li>• MMA</li> </ul>	<b>May Require New Legislation</b>	Not Started
Increase consumer and municipal awareness of tax relief programs <i>Housing Workgroup Deliverable: Property Tax Deferral Program Proposal</i>	<ul style="list-style-type: none"> <li>• Division of Local Services</li> <li>• Local Planning Commissions</li> <li>• MCOA</li> <li>• MMA</li> <li>• Boards of Assessors</li> </ul>	-	Not Started
<b>Recommendation 9. Increase resources to expand supportive housing production for all income levels</b>			
Increase advocacy for additional Federal Section 202 funding for Massachusetts	<ul style="list-style-type: none"> <li>• Congressional Delegation</li> <li>• Office of Governor</li> </ul>	-	Not Started
Convene healthcare industry leaders to explore participation in creating sustainable and replicable programs and financial partnerships to support production and operation of moderate-income supportive housing for older adults	<ul style="list-style-type: none"> <li>• DHCD</li> <li>• Healthcare Organizations</li> <li>• MassHousing</li> <li>• Medicare ACOs</li> </ul>	-	In-Progress
Explore a loan product for moderate-income supportive housing production <i>Housing Workgroup Deliverable: Framework for Middle-Income Supportive Senior Housing Program</i>	<ul style="list-style-type: none"> <li>• MassHousing</li> </ul>		In-Progress

# Recommendations and Action Steps

## Ensure Access and Affordability of Services (1 of 3)

Recommendations and Action Steps	Initial Potential Partners (List in Formation)	Potential State Legislative or Budget	Status
Recommendation 10. Expand supportive services in state public housing			
Leverage aging services network to replicate and scale best practices among current Supportive Housing Providers <i>Housing Workgroup Deliverables: Survey and Inventory of Senior Affordable Housing Properties</i>	<ul style="list-style-type: none"><li>ASAPs</li><li>DHCD</li><li>EOEA</li><li>Local Housing Authorities</li><li>MassHealth</li><li>Senior Care Option Plans</li></ul>	-	In-Progress
Explore opportunities to expand site-based services and supports to all state-aided senior public housing buildings with a potential increase in resources		May Require Budget Support	In-Progress
Recommendation 11. Improve self-identification of family caregivers and awareness of resources			
Promote and support national and state awareness initiatives	<ul style="list-style-type: none"><li>AARP Massachusetts</li><li>EOEA</li></ul>	-	In-Progress
Increase marketing and outreach efforts, including development of additional content on Mass.gov website <i>Caregiving Workgroup Deliverable: Mass.gov Caregiving Web Pages</i>	<ul style="list-style-type: none"><li>ASAPs</li><li>COAs</li><li>EOEA</li></ul>	-	In-Progress
Continue to explore ways to meet caregivers where they naturally “aggregate” <i>Caregiving Workgroup Deliverable: Regional Caregiver Meeting Overview</i>		-	In-Progress
Include caregiver identification questions in public health population surveys	<ul style="list-style-type: none"><li>DPH</li><li>EOEA</li></ul>	-	Not Started
Recommendation 12. Support training, education, and career ladder programs to promote professional direct care workforce development			
Explore and pilot options to develop a Universal Health Care Worker, as well as enhance the role of a direct care worker and family caregiver through technology	<ul style="list-style-type: none"><li>Department of Higher Education</li><li>DPH</li><li>EOEA</li><li>UMass System</li></ul>	-	In-Progress



# Recommendations and Action Steps

## Ensure Access and Affordability of Services (2 of 3)

Recommendations and Action Steps	Initial Potential Partners (List in Formation)	Potential State Legislation or Budget	Status
<b>Recommendation 13. Ensure that programs, services and information are inclusive of all populations (e.g., culture, language, economic status, ability, location, etc.)</b>			
Implement required LGBT training for aging service providers	<ul style="list-style-type: none"> <li>Aging Services Providers</li> <li>EOEA</li> <li>LGBT Aging Commission</li> </ul>	-	In-Progress
Bring mobility resources and teach travel skills on the fixed route system to diverse communities <i>Transportation Workgroup Deliverable: Gateway City Analysis</i>	<ul style="list-style-type: none"> <li>MassDOT</li> <li>RTAs</li> </ul>	-	Not Started
Promote inclusivity of deaf/hard of hearing and low vision residents in existing programs	<ul style="list-style-type: none"> <li>Aging Services Providers</li> <li>EOHHS</li> <li>MABVI</li> </ul>	-	In-Progress
Ensure that all community and health services are accessible, inclusive, and culturally competent (e.g., multi-lingual capabilities, website check for ADA accessibility)	<ul style="list-style-type: none"> <li>EOHHS</li> <li>Municipal Government</li> </ul>	-	In-Progress
Promote awareness of resources, programs and other opportunities for older adults and caregivers, such as discount programs	<ul style="list-style-type: none"> <li>ASAPs</li> <li>COAs</li> </ul>	-	In-Progress
<b>Recommendation 14. Reimagine the continuum of in-home and facility-based services for those who need long-term services</b>			
Continue to adopt changes to the current continuum of care to meet the needs of those who wish to age in place	<ul style="list-style-type: none"> <li>EOHHS</li> <li>Industry Groups</li> <li>LeadingAge MA</li> <li>MARCH</li> <li>Mass ALA</li> <li>Mass Senior Care</li> </ul>	<b>May Require New Legislation</b>	In-Progress

# Recommendations and Action Steps

## Ensure Access and Affordability of Services (3 of 3)

Recommendations and Action Steps	Initial Potential Partners (List in Formation)	Potential State Legislation or Budget	Status
<b>Recommendation 15. Integrate health care, behavioral health and coordinated care</b>			
Collect outcomes data and explore expansion of older adult mental health programs, such as the Elder Mental Health Outreach Team (EHMOT) program	<ul style="list-style-type: none"> <li>• DMH</li> <li>• DPH</li> <li>• EOHHS</li> </ul>	<b>May Require Budget Support</b>	In-Progress
Review opportunities for statewide access to coordinated and integrated services, including Senior Care Options (SCO) and Program for All-Inclusive Care of Elderly (PACE)	<ul style="list-style-type: none"> <li>• EOHHS</li> <li>• MassHealth</li> <li>• Massachusetts Association of Health Plans</li> <li>• Mass PACE</li> <li>• Senior Care Option Plans</li> </ul>	-	In-Progress
<b>Recommendation 16. Make better use of transportation tools that are already available</b>			
Increase awareness and usage of RideMatch, travel instruction programs, Transportation Network Companies, and other alternatives to driving <i>Transportation Workgroup Deliverables: Transportation Scan, TNC Best Practices and Challenges</i>	<ul style="list-style-type: none"> <li>• Aging Services Providers</li> <li>• MassDOT</li> <li>• DPU-TNC Division</li> <li>• Local Planning Commissions</li> <li>• RTAs</li> </ul>	-	In-Progress
Incentivize Regional Transit Authorities to increase offer of travel instruction programs by developing a cost/benefit analysis and best practice program materials	<ul style="list-style-type: none"> <li>• MassDOT</li> <li>• RTAs</li> </ul>	-	Not Started

# Recommendations and Action Steps

## Promote Age-Friendly Communities (1 of 2)

Recommendations and Action Steps	Initial Potential Partners (List in Formation)	Potential State Legislation or Budget	Status
<b>Recommendation 17. Support the age- and dementia-friendly efforts in local municipalities</b>			
Include age- and dementia-friendly best practices in the community compact program	<ul style="list-style-type: none"> <li>AARP Massachusetts</li> <li>Aging Service</li> <li>DFM</li> <li>Division of Local Services</li> <li>EOEA</li> <li>Local Planning Commissions</li> <li>MCOA</li> <li>MHAC</li> <li>MMA</li> </ul>	-	Complete
Increase the number of age- and dementia-friendly communities		-	In-Progress
Support the creation of additional memory cafés throughout the Commonwealth		-	In-Progress
Improve access and availability of tools to assist communities in engaging in age- and dementia-friendly initiatives		-	In-Progress
Support the development of age- and dementia-friendly initiatives in Gateway Cities, rural communities, and underrepresented communities through technical assistance		-	In-Progress
Support local COA efforts through the formula grant and service incentive grants	<ul style="list-style-type: none"> <li>EOHHS</li> <li>MA Legislature</li> <li>MCOA</li> </ul>	-	In-Progress (FY19 ✓)
<b>Recommendation 18. Support and promote a statewide age- and dementia-friendly effort</b>			
Enroll Massachusetts in AARP's Network of Age-Friendly States and Communities <i>Age-Friendly State Plan In-Progress</i>	<ul style="list-style-type: none"> <li>AARP Massachusetts</li> <li>DFM</li> <li>EOEA</li> <li>MHAC</li> </ul>	-	In-Progress (Enrollment ✓)
Review state policies and practices and embed aging, where possible	<ul style="list-style-type: none"> <li>EOHHS</li> <li>MA Legislature</li> <li>Office of the Governor</li> </ul>	-	In-Progress

# Recommendations and Action Steps

## Promote Age-Friendly Communities (2 of 2)

Recommendations and Action Steps	Initial Potential Partners (List in Formation)	Potential State Legislation or Budget	Status
Recommendation 19. Develop design standards for all state-funded senior housing to maintain tenancies in the face of increased frailty			
Finalize review of the proposed standards for feasibility and impact <i>Housing Workgroup Deliverable: Adaptability Design Standards Core Elements</i>	<ul style="list-style-type: none"><li>DHCD</li><li>Housing Providers</li></ul>	-	In-Progress
Amend the Qualified Allocation Plan (QAP) to include senior design standards s for all housing produced for older adults and funded under the QAP		-	Not Started
Recommendation 20. Improve the built environment through structural enhancements and policy to improve mobility and transportation			
Make improvements to prioritized bus stops in select Gateway Cities using existing bus stop analysis and develop policy to incentivize all RTAs to perform a bus stop needs assessment	<ul style="list-style-type: none"><li>MassDOT</li><li>Municipal Governments</li><li>RTAs</li></ul>	-	In-Progress
Leverage existing programs to improve walkability and infrastructure in communities, including Complete Streets	<ul style="list-style-type: none"><li>EOHHS</li><li>MassDOT</li></ul>	-	In-Progress

# Recommendations and Action Steps

## Facilitate Connection and Engagement (1 of 2)

Recommendations and Action Steps	Initial Potential Partners (List in Formation)	Potential State Legislation or Budget	Status
<b>Recommendation 21. Increase opportunities for lifelong learning and service for older adults and caregivers</b>			
Reduce barriers to recruit volunteer drivers by eliminating potential legal liability	<ul style="list-style-type: none"> <li>MCOA</li> </ul>	<b>May Require New Legislation</b>	In-Progress
Encourage expansion of Age-Friendly University model to colleges and universities across Massachusetts	<ul style="list-style-type: none"> <li>UMass System</li> <li>Department of Education</li> <li>EOEA</li> <li>Community Groups</li> </ul>	-	In-Progress
Develop partnerships with community colleges, local vocational schools and other community-based organizations to offer basic training for family caregivers		-	Not Started
Explore opportunities to introduce a volunteer Care Corps program through federal legislation or a state program <i>National Care Corps Demonstration Act Filed October 2018 in United States Congress</i>	<ul style="list-style-type: none"> <li>Congressional Delegation</li> <li>EOHHS</li> </ul>		In-Progress
<b>Recommendation 22. Partner with local organizations to promote connection and engagement for older adults and caregivers, including multigenerational opportunities</b>			
Engage with local libraries and community centers to provide resources, programming, and other accessible and affordable supports for older adults and caregivers	<ul style="list-style-type: none"> <li>Board of Library Commissioners</li> <li>EOEA</li> <li>MMA</li> </ul>	-	Not Started
Identify best practices and support partnerships through local schools and the aging network to foster multi-generational relationships and programs	<ul style="list-style-type: none"> <li>EOEA</li> <li>Department of Education</li> <li>MCOA</li> </ul>	-	In-Progress
<b>Recommendation 23. Build on successful programs that identify risk for isolation and depression</b>			
Promote and expand existing programs, including Elder Mental Health Outreach Teams and Community Peer Support Specialists, to reduce loneliness and isolation and decrease rates of depression in communities	<ul style="list-style-type: none"> <li>DMH</li> <li>EOEA</li> <li>MCOA</li> </ul>	<b>May Require Budget Changes</b>	In-Progress

# Recommendations and Action Steps

## Facilitate Connection and Engagement (2 of 2)

Recommendations and Action Steps	Initial Potential Partners (List in Formation)	Potential State Legislation or Budget	Status
<b>Recommendation 24. Support older drivers and those in transition by addressing upstream determinants</b>			
Improve awareness of vision changes with age and the potential intervention to improve sight <i>Transportation Workgroup Deliverable: Transportation Scan</i>	<ul style="list-style-type: none"> <li>• Aging Services Providers</li> <li>• Mass Medical Society</li> </ul>	-	In-Progress
Extend the “Carfit” program to older adults through Councils on Aging <i>Transportation Workgroup Deliverable: Transportation Scan</i>	<ul style="list-style-type: none"> <li>• AAA</li> <li>• AARP Massachusetts</li> <li>• MCOA</li> </ul>	-	Not Started
Increase access to and awareness of car maintenance services performed by local vocational and/or high schools <i>Transportation Workgroup Deliverable: Transportation Scan</i>	<ul style="list-style-type: none"> <li>• Aging Services Providers</li> <li>• Community Colleges</li> <li>• EOE</li> </ul>	-	Not Started
Include mechanics in Age-Friendly Business Designation <i>Transportation Workgroup Deliverable: Transportation Scan</i>	<ul style="list-style-type: none"> <li>• Local Age Friendly Movements</li> <li>• Trade Organizations</li> </ul>	-	Not Started
Develop and conduct training for Registry of Motor Vehicles and aging network providers to help older adults transition from driving to other transportation options <i>Transportation Workgroup Product: Transportation Scan</i>	<ul style="list-style-type: none"> <li>• Aging Network</li> <li>• MassDOT</li> <li>• RMV</li> <li>• RTAs</li> </ul>	-	Not Started
<b>Recommendation 25. Explore new ways to fulfill a rider’s “total trip” through supportive transportation and Transportation Network Companies</b>			
Convene stakeholders to define opportunities for expanding wheelchair accessible rides and two-person assisted transportation <i>Transportation Workgroup Deliverable: Transportation Scan</i>	<ul style="list-style-type: none"> <li>• EOHHS</li> <li>• MassDOT</li> <li>• Transportation Providers</li> </ul>	-	Not Started
Expand TNC pilots to additional regions, services, and use cases <i>Transportation Workgroup Deliverable: TNC Best Practices and Challenges</i>	<ul style="list-style-type: none"> <li>• DPU-TNC Division</li> <li>• EOHHS</li> </ul>	-	In-Progress



# Recommendations and Action Steps

## Other Big Ideas (1 of 1)

Recommendations and Action Steps	Initial Potential Partners (List in Formation)	Potential State Legislation or Budget	Status
Recommendation 26. Reframe the conversation about aging from a “challenge” to an “asset” and reduce stigma surrounding aging and caregiving			
Deliver language and communication training to policymakers, business and technology leaders, and media	• AARP Massachusetts • EOEA • MHAC • Tufts Health Plan Foundation	-	In-Progress
Increase literacy regarding topics related to aging and caregiving in the media and influencers		-	Not Started
Recommendation 27. Amplify cross-sector collaboration and partnerships to address opportunities in aging			
Convene a Massachusetts CEO Council inclusive of start-ups to mature businesses to foster collaboration, facilitate resources, and advocate for the older population	• EOHHS • MeHI • MIT AgeLab • Benchmark Senior Living	-	Not Started
Recommendation 28. Harness the longevity economy and make Massachusetts the Silicon Valley of Aging			
Launch an innovation challenge to solicit products and services from around the globe to reduce social isolation and loneliness <i>Innovation and Technology Workgroup Deliverable: In Good Company Optimal Aging Challenge</i>	• Benchmark Senior Living • EOHHS • GE Healthcare • MIT AgeLab	-	Complete
Continue to engage the innovation community and leading businesses through challenges, networking events, and partnerships to think about solutions that address the opportunities of an aging society and spur economic development	• EOHHS • Business Leaders from Innovation Sector • MeHI • MIT AgeLab	-	In-Progress

## **DASHBOARD UNDER DEVELOPMENT**

# Next Steps Thank You

## Thank you to all the Council and Workgroup members for their outstanding contributions

Recommendations and action steps will be implemented as part of the Age-Friendly Massachusetts State Action Plan.

The following appendices provide additional information.

- **Appendix A** – Recommendations: Workgroup Alignment
- **Appendix B** – Workgroup Reports presented at October 23<sup>rd</sup> Governor's Council to Address Aging in MA meeting
- **Appendix C** – Glossary

## Governor's Council Members:

**Marylou Sudders, Co-Chair**, Secretary of Health and Human Services

**Eileen Connors, Co-Chair**, Social Worker

**Rosalin Acosta**, Secretary of Labor and Workforce Development

**Alice Bonner**, Secretary of Elder Affairs

**Ger Brophy**, Chief Technology Officer, Life Sciences, General Electric Healthcare

**Bill Caplin**, (Retired) Insurance & Financial Planner, Transamerica Life Companies and Transamerica Financial Advisors, Inc.

**Joseph F. Coughlin**, Director, MIT AgeLab

**Rosanne DiStefano**, Former Executive Director, Elder Services of the Merrimack Valley Inc.

**Beth Dugan**, Associate Professor, Department of Gerontology, UMass Boston

**Kevin J. Dumas**, Mansfield Town Administrator

**Kate Fichter**, Assistant Secretary for Policy, MassDOT

**Tom Grape**, Chairman and CEO, Benchmark Senior Living

**Laura Iglesias, MD** Geriatric Medicine, Baystate Medical Center

**Steven Kaufman**, Clinical Psychologist

**Chrystal Kornegay**, Executive Director, MassHousing

**Nora Moreno Cargie**, President, Tufts Health Plan Foundation and Vice President for Corporation Citizenship, Tufts Health Plan

**Ruth Moy**, Executive Director, Greater Boston Chinese Golden Age Center

**Alicia H. Munnell**, Director, Center for Retirement Research at Boston College

**Brian O'Grady**, Director, Williamstown COA & MCOA President

**Tom Riley**, President and CEO, Seniorlink

**Janina Sadlowski**, Head of Quality & Regulatory, Philips Home Monitoring

**Amy Schectman**, President and CEO, 2Life Communities

# Appendix A – Recommendations

## Workgroup Alignment

### Caregiving

- |  |  |
|--|--|
| <b>1.</b> Partner with employers to strengthen business' support of family caregivers in the workplace | <b>11.</b> Improve self-identification of family caregivers and awareness of resources |
|--|--|

### Employment

- |  |  |
|--|--|
| <b>2.</b> Educate older adults on the benefits of working longer       | <b>4.</b> Establish an Age-Friendly Employer Designation program |
| <b>3.</b> Introduce an auto-IRA program to increase retirement savings | <b>5.</b> Promote value of older workers with businesses         |

### Housing

- |  |  |
|--|--|
| <b>8.</b> Increase awareness and utilization of property tax deferral programs             | <b>10.</b> Expand supportive services in state public housing  |
| <b>9.</b> Increase resources to expand supportive housing production for all income levels | <b>19.</b> Develop design standards for all state-funded senior housing to maintain tenancies in the face of increased frailty |

### Transportation

- |  |   |
|--|---|
| <b>16.</b> Make better use of transportation tools that are already available  | <b>24.</b> Support older drivers and those in transition by addressing upstream determinants            |
| <b>20.</b> Improve the built environment through structural enhancements and policy to improve mobility and transportation | <b>25.</b> Explore new ways to fulfill a rider's "total trip" through supportive transportation and TNC |

### Innovation & Technology

- |  |   |
|--|---|
| <b>27.</b> Amplify cross-sector collaboration and partnerships to address opportunities in aging | <b>28.</b> Harness the longevity economy and make Massachusetts the Silicon Valley of Aging |
|--|---|

### No Direct Workgroup Alignment

- |  |   |
|--|---|
| <b>6.</b> Support training for career centers to better service older job seekers  | <b>17.</b> Support the age- and dementia-friendly efforts in local municipalities                               |
| <b>7.</b> Improve health care access and affordability of health care coverage for older residents                             | <b>18.</b> Support and promote a statewide age- and dementia-friendly effort                                    |
| <b>12.</b> Support training, education, and career ladder programs to promotion professional direct care workforce development | <b>21.</b> Increase opportunities for lifelong learning and service for older adults and caregivers             |
| <b>13.</b> Ensure that all program, services, and information are inclusive of all populations                                 | <b>22.</b> Partner with local organization to promote connection and engagement for older adults and caregivers |
| <b>14.</b> Reimagine the continuum of in-home and facility-based services for those who need long-term services                | <b>23.</b> Build on successful programs that identify risk for isolation and depression                         |
| <b>15.</b> Integrate health care, behavioral health, and coordinated care  | <b>26.</b> Reframe the conversation about aging   |

## Co-Chairs:

- **Tom Riley**, Seniorlink
- **Liz Whitla**, Raytheon

## Workgroup Members:

- **Betsy Connell**, MCOA
- **Jessica Costantino**, AARP
- **Jan Levinson**, Caregiver
- **Kelly Magee Wright**,  
Minuteman Senior Services
- **Nicole McGurin**,  
Alzheimer's Association
- **Ruth Moy**,  
Chinese Golden Age Center
- **Janina Sadlowski**,  
Philips Medical Systems

## Guiding Principles from Initial Blueprint that Correspond to Caregiving

- ✓ Support older adults and caregivers with an **information and awareness campaign**
- ✓ **Promote resources** available to older adults and caregivers
- ✓ Promote **Age-Friendly Employers**

## Workgroup Decisions

- Focus on **family caregivers**
- Reach caregivers where they are **“aggregated”**, such as the workplace
- Use **public-private partnerships** to impact the highest number of caregivers in an efficient and cost-effective manner

### Priority 1: Supporting Working Caregivers

- ✓ Raised awareness of working family caregivers among employers
- ✓ Developed a toolkit for employers (business case, questionnaire, resources)
- ✓ Piloted caregiving questionnaire at Seniorlink
- ✓ Defined caregiver support criteria as part of the Age-Friendly Employer Designation
- ✓ Hosted series of caregiver lunch and learns for Executive Office of Health and Human Services employees

### Priority 2: Increasing Self-Identification of Caregivers and Awareness of Resources

In addition to the above:

- ✓ Enhanced public-facing materials on mass.gov
- ✓ Created regional forums for ASAPs and community partners to exchange best practices and lessons learned in supporting family caregivers



# Appendix B – Caregiving Workgroup

## Local Employer Pilot



- Modified survey template to be inclusive of all caregiving
- Promoted survey with leadership and at staff meetings
- First of its kind to gather information about caregiving
- Open to all Seniorlink employees for one week; garnered **60% return rate**

### What Seniorlink Learned:

- Easy to administer, and employees seem to appreciate the simplicity
- No “one size fits all”, so employers may need to adjust based on their workforce
- One value to the employer is knowing benchmark relative to peers
- Potential for the state to use data to inform policy

# Appendix B – Caregiving Workgroup

## Recommendations and Implementation

- 1. Partner with employers to strengthen businesses' support of family caregivers in the workplace**
  - Test the employer toolkit with business groups
  - Establish public-private partnership to manage implementation and data collection
  - Determine data management strategy, including assignment of clearinghouse
- 2. Improve self-identification of caregivers and awareness of resources**
  - Promote and support national and state awareness initiatives
  - Increase marketing and outreach efforts
  - Continue to build content on mass.gov (podcasts)
  - Continue to explore ways to meet caregivers where they naturally “aggregate” (doctor’s offices, hair salons, grocery stores)

# Appendix B – Employment Workgroup Background

## Co-Chairs:

- **Tim Driver**,  
RetirementJobs.com
- **Alicia H. Munnell**,  
Boston College

## Workgroup Members:

- **Melissa Carlson**,  
Boston Elderly Commission
- **Joan Cirillo**, Operation ABLE
- **Bill Coleman**, PayFactors
- **Jessica Costantino**, AARP
- **Lydia Greene**,  
Tufts Health Plan
- **John Larson**,  
John Larson & Company
- **Joseph Quinn**,  
Boston College

## Guiding Principles from Initial Blueprint that Correspond to Employment

- ✓ Promote Age-Friendly Employers
- ✓ Promote the benefits of hiring and retaining mature workers
- ✓ Increase awareness and participation in employer sponsored retirement plans
- ✓ Explore work to save plans

## Goal – Increase economic security of older adults through working longer and by saving more

- Working longer produces **current income**, increases monthly **Social Security benefits**, allows more time to **contribute to retirement plans** and **for the investment to grow**, and **shortens the length of retirement**
- To reduce the need to work longer, we can help people save for retirement by **expanding participation in retirement saving vehicles at work**

### Benefits of Working Longer

- ✓ An 'elevator speech' to summarize the benefits of working longer
- ✓ A presentation on determining when to retire
- ✓ The *Social Security Claiming Guide* to explain the value of delayed claiming

### Increase Retirement Savings

- ✓ Research on current retirement savings proposals
- ✓ An Auto-IRA proposal design, informed by the experience of other states

### The Value of Older Workers

- ✓ *The Business Case for Older Workers* to explain the value of older workers
- ✓ A tri-fold brochure to highlight key points of *The Business Case for Older Workers*

### Age-Friendly Employers

- ✓ Research on existing Age-Friendly employer designations
- ✓ An outline of an age-friendly employer program, including criteria for the designation

# Appendix B – Employment Workgroup

## Recommendations and Implementation

### Educate Older Adults on the Benefits of Working Longer

- Request the Governor host an event on the importance of working longer
- Publish documents on the benefits of working longer online
- Distribute documents on the benefits of working longer through community partner

### Introduce an Auto-IRA Program to Increase Retirement Savings

- Review existing market and legal analyses performed for other states
- Propose legislation to implement an Auto-IRA program
- Decide on third-party organizations to administer program and manage assets

### Promote Value of Older Workers

- Request the Governor host a meeting with business leaders to share the case for older workers
- Distribute supporting documents through Executive Office of Labor and Workforce Development (EOLWD)
- Distribute materials to employers who work with the state

### Develop an Age-Friendly Employer Designation

- Encourage employers to become certified through the state
- Decide whether EOLWD or a third party would administer the Age-Friendly Employer designation program

# Appendix B – Housing Workgroup Background

## Co-Chairs:

- **Chrystal Kornegay**, MassHousing
- **Amy Schectman**, Jewish Community Housing for the Elderly

**Workgroup members included subject matter experts and varied based on the four focus areas**



## Guiding Principles from Initial Blueprint that Correspond to Housing

- ✓ Support **aging in community** models that combat isolation and loneliness
- ✓ **Address critical supply and affordability gaps** in housing and services
- ✓ Support older adults who want to **stay in their homes** but are impacted by property taxes

## Priorities and Focus Areas

- Develop **adaptability design standards** for all state-funded senior housing to maintain tenancies in the face of increased frailty
- Build on existing best practice models to **expand supportive services** in state public housing
- **Increase production** of service-enriched housing that is affordable to middle-income seniors
- Increase utilization of **property tax deferrals** for older adults who want to stay in their homes

# Appendix B – Housing Workgroup

## Foundational Work

### Develop Adaptability Design Standards

- ✓ Industry experts in design and development created housing design standards to provide adaptability for broad accessibility and safety
- ✓ MassHousing design team reviewed draft standards
- ✓ Department of Housing and Community Development (DHCD) intends to include these standards in the next set of amendments to the Qualified Allocation Plan (QAP) subject to public comment

### Expand Supportive Services In State Public Housing

- ✓ Explored best practices for services currently provided in state public housing
- ✓ Quantified need and costs to expand the supports to all state-aided senior public housing
- ✓ Discussed approaches to strengthen partnerships between Aging Services Access Points (ASAPs) and Local Housing Authorities

### Identify Capital Sources to Increase Supportive Housing Production

- ✓ Analyzed market gaps to identify need for production of supportive housing that is affordable to low and moderate income older adults
- ✓ Drafted a model to leverages services for moderate income older adults
- ✓ Developed flexible underwriting guidelines for production of moderate-income supportive housing
- ✓ Explored access and affordability of personal and home care services

### Increase Utilization Of Property Tax Deferral Programs

- ✓ Analyzed current utilization patterns of deferrals
- ✓ Convened an expert panel of municipal leaders to better understand the current program
- ✓ Discussed the opportunity of property tax deferral programs being included as an Age- and Dementia-Friendly best practice in the Community Compact Program



### Adaptability Design Standards: Core Elements

- ✓ Warm and welcoming common spaces with “senior friendly” acoustical and lighting features will promote social interactions and participation in programs
- ✓ Office space for delivery of service coordination, as well as health and wellness services
- ✓ 100% of apartments with ADA-turning radius’ throughout, kitchens and bathrooms with modifiable cabinets and counters, and fixtures and finishes that are easy to manipulate
- ✓ Building-wide technology infrastructure to take advantage of emerging and ever changing “smart home” and “connected health” technology
- ✓ Use of varied colors and finishes in common areas (differing by floor and function) and apartments will aid in way-finding for older adults experiencing dementia



# Appendix B – Housing Workgroup

## Recommendations and Implementation

<b>Adaptability Design Standards</b>	<ul style="list-style-type: none"><li>• Finalize review of the proposed adaptability standards for feasibility and impact</li><li>• Amend the Qualified Allocation Plan (QAP) to include the adaptability standards for all housing produced for older adults and funded under the QAP subject to public comment</li></ul>
<b>Supports in Public Housing</b>	<ul style="list-style-type: none"><li>• Explore opportunities to expand services and supports to all state-aided senior public housing buildings with a potential increase in resources</li><li>• Establish a task force with representatives to identify best practices among current Supportive Housing Providers sites for replication, as well as areas for improved program delivery</li></ul>
<b>Supportive Housing Production</b>	<ul style="list-style-type: none"><li>• Explore opportunities for increase in federal Section 202 funding</li><li>• Convene healthcare industry leaders to explore participation in creating sustainable and replicable programs and financial partnerships to support production and operation of moderate-income supportive housing for older adults</li><li>• Explore a loan product for moderate-income supportive housing production</li></ul>
<b>Property Tax Deferral Programs</b>	<ul style="list-style-type: none"><li>• Discuss legislative changes for municipal property tax deferral programs, which may include increasing income limits for participation, reducing interest rates throughout, and providing a grace period of one year</li><li>• Increase consumer and municipal awareness of programs</li></ul>

# Appendix B – Transportation Workgroup Background

## Co-Chairs:

- **Rosanne DiStefano**, Former ASAP Executive Director
- **Nora Moreno-Cargie**, Tufts Health Plan Foundation

## Workgroup Members:

- **Beth Dugan**, UMass Boston
- **Aniko Laszlo**, MassDOT/MBTA
- **Jarred Johnson**, TransitMatters
- **Brian O’Grady**, Williamstown Council on Aging
- **Dan O’Leary**, Mystic Valley Elder Services
- **Sandra Robinson**, Needham Community Council
- **Mary Skelton Roberts**, Barr Foundation

## What is “Transportation”?

**Physical infrastructure and services** – providing mobility, independence, and allowing people to get where they want and need to go

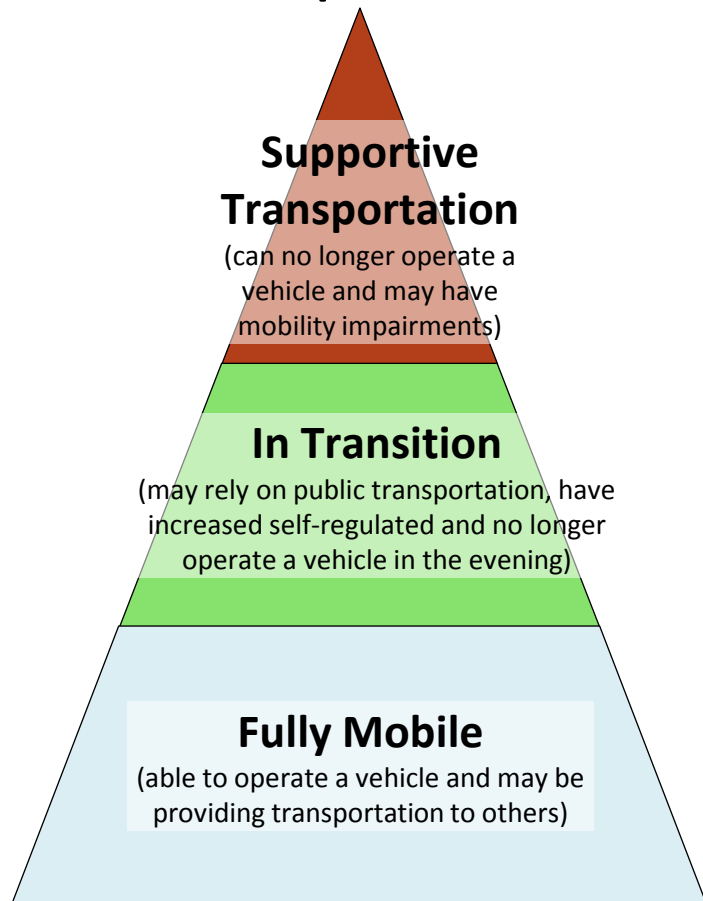
## Mission

Assist individuals to age in community through **improved access and mobility** to enhance overall quality of life

## Guiding Principles from Initial Blueprint that Correspond to Transportation

- ✓ Leverage and build on existing work
- ✓ Define short and long-term strategies
- ✓ Ensure equity across communities, prioritizing Gateway Cities and rural areas
- ✓ Recommend solutions that address diverse transportation needs
- ✓ Work upstream to keep older adults mobile and in control of their transportation options

### Pyramid of Transportation Needs from Transportation Scan



### Transportation Scan

- ✓ Partnership between **UMass Boston** and **Tufts Health Plan Foundation**
- ✓ **Statewide report** documenting services in each municipality, as well as the gaps to address
- ✓ **Pyramid of needs**, recognizing that there is no single transportation solution for older adults or people living with disabilities

### Challenges and Best Practices

- ✓ Documentation of challenges, including barriers to fulfilling a rider's **"total trip"**
- ✓ Identification of best practice programs and services, including **RideMatch**, **travel instruction**, and **transportation network company (TNC) pilots**
- ✓ One-pager to assist organizations and communities in **partnering with TNCs**

### Gateway Cities

- ✓ Analysis of **12 Gateway Cities** across the Commonwealth using **data from RideMatch** and **AllTransit** to better understand needs
- ✓ Identification of **resources and ongoing initiatives** to consider as part of proposed Workgroup strategies, such as existing grants and analysis

# Appendix B – Transportation Workgroup Recommendations

## Strategy

## Short-Term Tactics

## Long-Term Tactics

1. Explore new ways to fulfill a rider's "total trip" through supportive transportation and Transportation Network Companies (TNC)

2. Make better use of tools that are already available, such as RideMatch and travel instruction programs

3. Improve the built environment through structural enhancements and policy, starting with bus stops

4. Support older drivers and those in transition by addressing upstream determinants

- Convene stakeholders to define opportunities for expanding **wheelchair accessible rides** and **two-person assisted transportation**
- **Expand TNC pilots** to additional regions, services, and use cases

- Increase awareness and usage of **RideMatch**
- Obtain/ analyze data for select **Gateway Cities**
- Bring **mobility resources** and teach travel skills on the fixed route to diverse communities

- Make improvements to prioritized **bus stops** in select Gateway Cities (potentially starting with Quincy)

- Improve awareness of vision changes with age and the potential benefit of **cataract surgery** among older adults
- Extend the "**Carfit**" program to older adults through Councils on Aging (COA)
- Increase access to and awareness of **car maintenance services** performed by local vocational and/ or high schools

- To be determined from stakeholder convening and initial pilot expansions

- Incentivize Regional Transit Authorities to increase offer of **travel instruction programs** by developing a cost/benefit analysis and best practice program materials

- Develop policy to incentivize all RTAs to perform a **comprehensive bus stop needs assessment**

- Work with the communities that have developed **Age-Friendly business designations** to mechanics
- Develop and conduct training for Registry of Motor Vehicles and aging network providers to help older adults **transition from driving** to other transportation options

### Proposed Next Steps for Implementation

1. Share recommended strategies with potential owners and collaboratively define detailed implementation and project plan for each tactic
2. Allocate a staff resource to centrally manage implementation of tactics
3. Develop feedback loop to engage older adults and other consumers in planning and implementation
4. Investigate potential funding sources and determine resource needs



# Appendix B – Innovation & Technology Workgroup

## Background

### Workgroup Members:

- **Joseph Coughlin**, MIT AgeLab
- **Terri Bresenham**, GE Healthcare
- **Thomas Grape**, Benchmark Senior Living
- **Yifan Lu**, MIT Sloan



### Guiding Principles from Initial Blueprint that Correspond to Innovation and Technology

- ✓ Become the Silicon Valley for innovative technology, products and services related to aging
- ✓ Develop partnerships for in-home technology to support older people and caregivers in their homes
- ✓ Harness technology to improve access to transportation
- ✓ Leverage technology to support and extend the workforce
- ✓ Leverage technology to facilitate communication for those who are isolated

### Workgroup Focus

- The Innovation and Technology Workgroup focused on launching a global Grand Challenge, the **In Good Company: Optimal Aging Challenge** with the goal of creating a longevity hub



### Launched the In Good Company: Optimal Aging Challenge

- ✓ The purpose of the In Good Company: Optimal Aging Challenge was to create **tangible activity to drive engagement** within the Commonwealth by leveraging innovations from across the globe and bringing them to the Massachusetts community and to **increase awareness of the Governor's Council to Address Aging in Massachusetts** and its mission and goals
- ✓ In Good Company: Optimal Aging Challenge **launched in July** and held informational breakfast and webinar in August
- ✓ Submissions closed at the end of September with **a total of 66 entries** received; they are in the process of being reviewed by leveraging expertise from the MIT AgeLab, Benchmark Senior Living and GE Healthcare
- ✓ **Conducting research on other regional development models focused on the longevity economy** to identify approaches to transform infrastructure, attract and foster new businesses, and facilitate public-private partnerships to deliver aging services

### Next Steps for In Good Company: Optimal Aging Challenge

#### 1. Evaluation Process

- Challenge officially closed September 28th
- Three phases for review including: triage, expert review and final selection, and the winners will be announced in December
- Governor's Council to Address Aging in Massachusetts members may be subject matter experts on a second level review of pre-screened proposals or may assist with nurturing engagement and deployment after winners are announced

#### 2. Deployment

- Assign champions based on subjects to assist with ongoing collaboration in Massachusetts
- Coordinate community and stakeholders efforts, including providing introductions to relevant connections or providing guidance on how to reach certain populations

- 1. Continue to engage the community to think about innovative solutions to address the opportunities of an aging society through grand challenges, networking events, and partnerships**
  - Meet with leaders to better understand how the aging population fits into their business priorities
  - Understand what businesses can contribute to the overall mission to making Massachusetts the most livable state for people of all ages
- 2. Convene a Massachusetts CEO Council to foster collaboration and facilitate resources for initiatives involving start-ups and mature operations and products, as well as to act as advocates for the older population**
  - Representatives from the healthcare industry and also from finance, transportation, and technology
  - Address issues not only from a product and service perspective, but also from an economic and workforce perspective

# Appendix C

## Glossary

<b>AAA</b>	American Automobile Association
<b>AARP MA</b>	AARP Massachusetts
<b>ADA</b>	Americans with Disabilities Act
<b>ASAP</b>	Aging Services Access Point
<b>BC</b>	Boston College
<b>COA</b>	Councils on Aging
<b>DFM</b>	Dementia Friendly Massachusetts
<b>DHCD</b>	Department of Housing & Community Development
<b>DMH</b>	Department of Mental Health
<b>DPH</b>	Department of Public Health
<b>DPU-TNC</b>	Department of Public Utilities-Transportation Network Company Division
<b>EMHOT</b>	Elder Mental Health Outreach Team
<b>EOE</b>	Executive Office of Education
<b>EOEA</b>	Executive Office of Elder Affairs
<b>EOHHS</b>	Executive Office of Health & Human Services
<b>EOLWD</b>	Executive Office of Labor & Workforce Development
<b>LGBT</b>	Lesbian, Gay, Bisexual & Transgender
<b>MABVI</b>	Massachusetts Association for the Blind & Visually Impaired
<b>MARCH</b>	Massachusetts Association of Residential Care Homes
<b>MassDOT</b>	Massachusetts Department of Transportation
<b>Mass ALA</b>	Massachusetts Assisted Living Association
<b>MCOA</b>	Massachusetts Councils on Aging
<b>MeHI</b>	Massachusetts e-Health Institute
<b>MHAC</b>	Massachusetts Healthy Aging Collaborative
<b>MIT</b>	Massachusetts Institute of Technology
<b>MMA</b>	Massachusetts Municipal Association
<b>PACE</b>	Program of All-Inclusive Care for the Elderly
<b>QAP</b>	Qualified Allocation Plan
<b>RMV</b>	Registry of Motor Vehicles
<b>RTA</b>	Regional Transit Authority
<b>SCO</b>	Senior Care Options
<b>TNC</b>	Transportation Network Company
<b>UMass</b>	University of Massachusetts System